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# ARMY HOST



Club Management Directorate,  
TAGCEN

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## USAREUR clubs have record quarter

**FRANKFURT, WEST GERMANY**—Club operations are improving within US Army Europe despite the continuing decline in the value of the dollar in relation to the Deutsche Mark.

USAREUR clubs registered the best operating results of any major Army command in the third quarter FY 78, according to club management officials there.

Year-to-date FY sales for the 245 USAREUR club facilities were up to \$40.2 million from \$37 million for the same FY period. FY 78 fiscal year-to-date total revenue rose nearly \$4.2 million from the same FY 77 period to \$50.46 million. Net income in the first three quarters FY 78 increased by nearly \$700,000 to \$2.5 million or 6.3 percent of sales from net income of \$1.8 million or five percent of sales realized in the first three quarters of FY 77.

**LTC Richard Ross**, Chief of the Club Management Directorate's European Regional Office credited USAREUR club managers with brightening the financial picture there by applying "stronger, more aggressive management" which has actually reduced labor costs in the face of the increasing cost of paying civilians working in clubs. The cost for paying local civilian club employees increases proportionately with the decrease in the value of the dollar there. The value of the dollar has decreased significantly in the past four years with the most dramatic devaluation coming in the past year bringing the dollar's value to under 1.7 Deutschmarks, less than half of its 1972 value of four Deutschmarks.

Ross also attributed "better personnel management, especially in the placement and training of club

(See USAREUR, page 5)

15 February deadline

## NRA menu contest opens

**CHICAGO**—Each year, the National Restaurant Association sponsors a menu contest. And each year, Army clubs fall behind other Services' clubs in the military club menu category. Progress has been made, however, with the Ft. Carson, Colo. NCO Club and Ft. Houston, Texas Officers' Club winning 1978 NRA menu honors for Army clubs.

The NRA has kicked off its 1979 menu awards contest and the deadline for submission of entries is Feb. 15, 1979.

Installation club managers have been provided with official entry forms for the 1979 contest. You don't have to be a NRA member to win. Winners will receive one of the 150 awards, a handsome certificate for display in their club and have a gold menu exhibited before thousands at the 1979 NRA Trade Show, plus other regional shows and educational displays at colleges and universities. Also, as a added bonus, winners will receive a supply of gold or silver seals for each menu used at their club.

(See MENU, page 5)

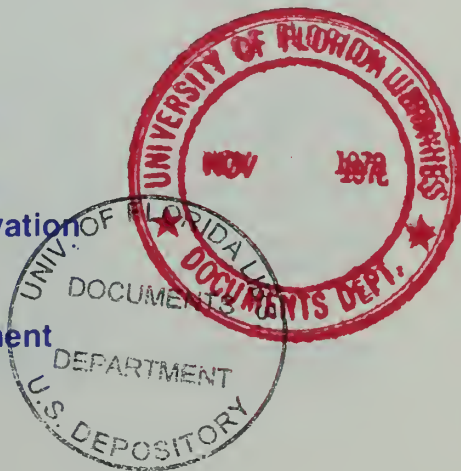
## Metric wine weeks away

**WASHINGTON**—Army installation and area club managers have been provided with posters and information cards to help club managers, employees and members understand how the new wine and distilled spirits metric sizes compare with the current US sizes.

Jan. 1, 1979 is the mandatory date for conversion to the metric system for wine and Jan. 1, 1980 is the mandatory date for conversion to the metric system for distilled spirits. Beer and malt beverages are unaffected by the conversion.

## Inside—

Bad Kreuznach  
Advertising  
Glad you asked  
Employee motivation  
Merchandising  
Disco  
Labor management  
Marketing



## Assessment rates reduced

**WASHINGTON**—Army club systems' FY 79 assessment rates have been reduced.

Installation club systems operating package beverage stores, previously paying 1.5 to 4.5 percent of their package beverage sales will be assessed in FY 79 at new rates which are 11 to 33 percent below the old FY 78 rates. Clubs without package beverage stores, previously assessed .3 percent of their club sales, will pay nothing in FY 79.

Funds paid by installation clubs to the DA Army Fund via the assessment program, are used to pay central DA club management operating expenses, such as the nonappropriated fund employee salaries and travel costs supporting club technical training and management assistance teams, central NAF procurement services, and commercial audits. Assessment funds also are used to help clubs finance facility improvement projects through the "interest-free" Army Club Loan Program.

Assessment rate reductions are now possible because of lower cash needs for such uses as forecast for the next fiscal year.

## Claude L. Hatecke dies; designed Army clubs

**Claude L. Hatecke**, 70, a facility design specialist with the Club Management Directorate, The Adjutant General Center, died of cancer on Oct 12, 1978.

He traveled around the world designing nearly 100 Army clubs since coming to work for the Directorate in 1974 and was considered the best in the military club design field. Before coming to the Directorate, Mr. Hatecke spent ten years designing clubs for the Navy. Prior to that, he worked for 36 years with private industry in various layout and design positions.

He was born in Dixon, Ill. and attended the University of Illinois. He is survived by his son, Richard of Tamarac, Florida.

(See HATECKE, page 5)



## ECMC graduates and destinations

**FORT LAUDERDALE, FL**—Thirty-one officers, NCOs and civilians graduated on Sept. 1 from the second Club Management Directorate-sponsored Executive Management Course. The six-week course was conducted by the School of Hospitality Management, Florida International University, at the Marina Bay training facilities here. The course is held to provide advanced club management education for people who have demonstrated good management ability. A list of the second course's graduates and their destinations follows:

<b>LTC Matthew Anderson</b>	Rtn. to Ft. Riley
<b>MAJ Thomas Higdon</b>	Rtn. to Ft. Polk
<b>MAJ Howard Schoenberg</b>	Rtn. to Neu Ulm, W. Germany
<b>MAJ John Teague</b>	PCS to Ft. McPherson
<b>CPT Lynne Fleury</b>	Rtn. to Ft. Devens
<b>CW2 William Dawson</b>	Rtn. to CMD US Regional Office
<b>CW2 Michel Gillett</b>	PCS to USAREUR
<b>CW2 James Steffes</b>	Rtn. to Ft. Carson
<b>1LT Steven Kelly</b>	PCS to USAREUR
<b>MSG Michael Dwyer</b>	PCS to Ft. McPherson
<b>MSG Andrew Townsend</b>	PCS to Hawaii
<b>SFC Stephen Beaudet</b>	PCS to Ft. Huachuca
<b>SFC Robert Duff</b>	PCS to Korea
<b>SFC William Glering</b>	Rtn. to Ft. Benning
<b>SFC James Ferguson</b>	PCS to Korea
<b>SFC Lee Ferguson</b>	Rtn. to Ft. Polk
<b>SFC Michael Lopez</b>	Rtn. to Augsburg, W. Germany
<b>SFC Walter Mattox</b>	Rtn. to Ansbach, W. Germany

**SFC Jodie Pool**  
**SFC Charles Prince**  
**SFC Edwin Ramseyer**

**SFC Ronald Sims**  
**SFC Daniel Straty**  
**SFC Sam Warner, Jr.**  
**SFC James Wilcox**  
**William Franssen**  
**Franklin Kann**  
**Robert Trotman**  
**Ernest Wilson**

**Armond Dipalo**  
**James Harrelson**

Rtn. to Ft. Riley  
 PCS to Ft. Jackson  
 Rtn. to Kaiserslautern, W. Germany  
 PCS to Hawaii  
 Rtn. to Ft. Carson  
 Rtn. to Canal Zone  
 Rtn. to Ft. Riley  
 Rtn. to Ft. Eustis  
 Rtn. to CMD US Regional Office  
 Rtn. to Ft. Jackson  
 Rtn. to New Cumberland Army Depot  
 Rtn. to US Military Academy  
 Rtn. to Ft. Rucker



**Students at the second 1978 Executive Club Management Course receive hands-on training in kitchen management.**



## Marketing

### Sample welcome letter

**WASHINGTON**—There may be several new arrivals at your installation today. Are these people going through in-processing without being apprised of the advantages of your club? If not, adapt this sample letter to your club and distribute at in-processing points.

*Dear New Arrival:*

*The Officers' (non-commissioned officers') club welcomes you and your family to Fort Jones. As a new arrival, we would like to extend a sincere invitation to join the club. We feel that the officers' club will play an important role in your social life while at Fort Jones. It is our desire to make your leisure hours as pleasant and as enjoyable as possible.*

*The club has a number of regular programs we are sure you'll enjoy, with entertainment to suit all tastes and catering services. To encourage your participation we have enclosed a complimentary ticket to one of our fine programs.*

*Also for your information we have enclosed a copy of our monthly activity calendar, a schedule of the dues structure and an application form.*

*Once again, welcome to Fort Jones. We sincerely hope that your tour will be professionally rewarding and socially enjoyable. Hope to see you in the club and look forward to serving you.*

*Thank You,  
Club Officer*

## Smaller portions tested

**WASHINGTON, D.C.**—"Take all you want, but eat all you take," said the sign in the Army mess hall.

All too often, club members receive more food than they can take. Now, according to Mrs. Nancy Harvey Steorts, special assistant for consumer affairs to the Agricultural Secretary, it is time to cut down on the tremendous waste of food in restaurants by offering people a choice of portion sizes.

Steorts enlisted the aid of the Sheraton Corp. to participate in a pilot program to increase the sparse number of restaurants who took her up on her idea.

Sheraton has announced the results of a one-month trial in two of its Washington, D.C. restaurants. While only 19 per cent of those who ordered lobster tail wanted two of them for \$13.95; 81 percent preferred one for \$8.25; 16 per cent ordered a 9-ounce filet mignon for \$10.95; 84 per cent chose a 5-ounce filet for \$6.95; 38 per cent selected two lamb chops for \$9.95; 62 per cent had one \$6.50 chop. An equal amount of people chose one or two pork chops; the difference in price is \$1.25. Four clams (or oysters) at \$2.40 were selected by 35 per cent while 65 per cent preferred six clams at \$3.50.

Further implementation of this type of portion control will be extended if the four month experiment is successful.

## Saving through Self-Service Supply Centers

Army clubs can save substantially from effective use of the Self-Service Supply Center (SSSC) located at many installations worldwide.

The number of items stocked varies with the installation but generally you'll find office supplies, cleaning materials, some pots, pans, china, and other useful items. A list of the items available is published by and available from the Director of Industrial Operations at the installation or a listing may be available on location at the SSSC. Prices at the SSSC are normally considerably less than those charged by local commercial sources for similar items.

Many items may be obtained from this source with appropriated funds if they are authorized under AR 210-55. This table provides the authority for clubs to procure many janitorial and other supplies with appropriated funds. It's necessary for the club to reimburse the SSSC from club funds for items purchased in excess of the appropriated fund allocation.

Contact the Director of Industrial Operations at your installation and check into the feasibility of establishing two accounts. One account would be for those items authorized from appropriated funds. The other account would be established on a reimbursable basis for those items considered as being other than janitorial supplies.

## Tipping tips

According to U.S. News and World report, there are "no hard fast rules" for tipping. Tipping customs vary with the section of the country and the type of restaurant or hotel. Tips tend to be more generous in large cities, along the West and East Coasts and in expensive establishments.

The magazine provided some guidelines to consumers for tipping. For waiters, about 15 per cent of the bill is now standard, with tips clustered around that percentage almost everywhere. The range: from 10 to 15 per cent in smaller cities in the heartland, from 15 to 20 per cent in coastal cities. The magazine recommended that customers calculate the tip on the total bill before the tax is added. At a buffet-style meal, where the waiter serves only the beverage, 50 cents to \$1. Note: leave a small tip to indicate dissatisfaction. The waiter interprets no tip as forgetfulness. Tip the waiter captain \$1 or \$2, depending on the service.

**Headwaiter**—Only for a special table or other consideration, \$1 to \$5.

**Wine steward**—10 per cent of beverage bill, with a \$1 minimum.

**Washroom attendant**—25 cents

**Cloakroom attendant**—25 cents

**Parking lot attendant**—25 cents to \$1 for special services.

## 125 attend CMD workshop



**FT MYER, VA**—Army club managers from 55 installations attended a three-day Club Management Directorate, United States Regional Workshop, listening to presentations on virtually every aspect of club management operations.

**COL Lee Dickson**, Director of Club Management, opened the workshop by updating 125 managers on the latest developments within the Army club system along with an update on external actions affecting club operations, particularly the GAO review of military clubs and package stores.

Club Management Directorate people appraised attendees of the latest developments in management information, changes to ARs 230-60 and 210-65, budgeting, labor use and food merchandising.

Managers were also updated on four CMD training programs: The Armed Forces Culinary Course, project MEAT, the quality service program, the club management civilian intern program.

Representatives from other Department of the Army offices described what is being done to improve club procurement, insurance, and personnel administration.

The workshop also featured a round table forum which allowed managers to address questions to most of the speakers. Also featured were presentations by club managers who described the unique features of their club operations including disco, enlisted club facilities, and automated cash control systems.

**MAJ Lewis Turner**, Army Development and Readiness Command Desk Chief at the Club Management Directorate, TAGCEN, fields questions from DARCOM club managers during a special session devoted to specific club management issues within that command.



Another portion of the workshop agenda focused on club accounting as representatives from TAGCEN and the US Army Finance and Accounting Center explained reasons behind current problems in club accounting and efforts being taken to solve some of these problems.

During a three-hour "desk chief forum", managers were divided into major command groups where desk chiefs briefed them and entertained questions regarding specific club problems.



**Club managers meet after addressing the United States Regional Office Club Management Workshop.** (L to R) **Robert Trotman**, Ft. Jackson, NCO Branch Manager spoke on club management information systems, **Frank Purdy**, Tobyhanna Army Depot Installation Club Manager, spoke on club discotheques; **Tom Walker**, Ft. Carson Installation Club Manager, spoke on enlisted clubs; and **LTC Wayne Godfrey**, Military District of Washington Installation Club Manager, apprised attendees of his club system's operation.



**Robert Moneta**, a Club Management Directorate, TAGCEN food and beverage specialist (left) and **MAJ Kent Cummins**, a reservist on two-weeks active duty with the Club Management Directorate, apprised workshop attendees of the advantages of effective marketing and merchandizing of club sandwich programs. Cummins is a Texas restaurateur when he is not serving on active duty. He is also a former Club Management Course instructor.



## Fifth 1978 Club Management Course graduates



(L to R) Row 1: Yi Song Kyu rtn to Korea, SFC Calvin Green to Ft. Monmouth, Yo Cho Hyon rtn. to Korea, SGM Thomas Gross to Germany, MSG Samuel McKoy, instructor, LTC Hector Villarreal to Ft Hood, Dawn Hamilton (intern) to Ft. Benning, MAJ Johnnie Murphy to Ft. Benning, SSG Carl Howard to Ft. Huachuca. Second row: San Young Song rtn. to Korea, SSG Richard Pate to Korea, SFC Bobby McKay to Ft. Carson, MAJ Irard Jacobs to Korea, SFC Wilfred Sinclair to Korea, Yi S. Young rtn. to Korea, CPT Cliff Mylett to Europe, MSG Gordon McNew to Ft. Hood; John Gittlen to Ft. Huachuca. Third row: SP6 Robert Cole, 1Lt Nelson Whitaker to Europe, SFC Donald Pride to Europe, 2LT Donald Uyeno to Europe, CPT Kenney Ownbey to Ft. Monroe, 2LT Daniel Ahern to Europe, PSG Samuel Montague to Korea, 2LT Gerald Walters to Europe. Fourth row: SFC James Noel to Europe, CPT William Baxter to Europe, SSG Hans Underwood to Europe, SFC Bob Miller to Europe, 2LT Rick Johnson to Europe, SSG Don Fair to Europe, SFC Tilden Branch to Ft. Sill. Fifth row: 1LT Danny Henderson to Ft. Leavenworth, CPT J. C. Frazier to Europe, SGT Carl Boff to Europe. Not pictured: MAJ Robert Beyer to Korea, MAJ Stephen Hill to Ft. Knox, MAJ David Lanning to Ft. Wood, 1LT Elmin Leist to Europe, SFC Raymond Lightner to Korea, MAJ Edward Young to CMD Korea Regional Office.

(HATECKE, from page 2)

A scholarship fund in Mr. Hatecke's memory has been established for Florida International University School of Hospitality Management students. Make checks payable to the Claude L. Hatecke Memorial Scholarship and send to: Dr. Gerald Lattin, Dean, School of Hospitality Management, Florida International University, Miami, Fla. 33199.

(MENU, from page 5)

There's a separate category for military in this year's competition, so there's a very good chance that Army club menus can win. Winning Army club menus will be published in the Army Host.

Clubs that choose to enter are asked to furnish a copy of their entry to the Club Management Directorate.

(USAREUR, from page 1)

managers being assigned to USAREUR clubs," as contributing to the favorable results. He pointed to the work of a special TAGCEN club management technical training and management assistance visit last Spring which helped identify and solve club problems at some locations in the areas of incorrect beverage pricing, poor financial management, excessive off-shore procurement, inadequate labor management and poor and unimaginative food programs. Since that visit, CMD's European Regional Office has added one assistance team and plans are to conduct comprehensive assistance visits to several USAREUR communities in FY 79.

"We still have plenty of problems here, but the managers are beginning to find new and innovative ways of solving them," Ross said. He cited inadequate procurement support as a major problem along with red tape encountered in accomplishing club capital improvement projects.

Ross said that "commanders should give USAREUR area club managers sufficient appropriated fund support and the authority to go along with their responsibility." Commanders should be interested in their clubs and should "ask the area club manager to brief them regularly on the club system within their community.

## Motivation means better employee performance

**WASHINGTON**—Of the challenges facing the Army club manager today, none is more critical than controlling personnel and labor costs. Many club managers feel that they don't have enough control over the personnel process—hiring, training, payroll, and firing. The local civilian personnel office recruits club employees and Defense Department's Wage Fixing Authority establishes their wages. But that's not the end of the club people story. You, as a manager, have labor leverage—you can motivate.

In the pre- and post-employment process, managers make their employees perform better by motivating them to do better. Here are some motivating tips:

- Closely check their previous employment and qualifications.
- Interview to ensure that the person has a sincere interest in the job and an understanding of what will be required as well as the potential for successful job performance.
- Analyze the job to determine the exact requirements reflected in a job description.
- Orient new employees—walk them through the club and introduce them to other employees.
- Urge immediate supervisors to be interested in new employee development.
- Inform employees of what is expected with regard to dress, grooming, and general behavior.
- Inform the employees of the pay system, benefits, meals, incentives, etc.
- Let new employees know that you have a genuine interest in them as well as those employees who have been around for a while.
- Have an employee-of-the-month program.
- Tell employees if they have a genuine chance for advancement.

by MAJ Lewis T. Turner

- Inform employees of objectives of the club and how the employee can contribute to the club "team effort".

### Training is a motivator

Training is critical to motivating employees and success on the job. In order for the employee to learn, he or she has to be ready to learn. You have to create the proper climate for training employees to reduce resistance to learning. Employees must feel that what they are learning is going to be used on the job.

By doing their job right, employees gain confidence and job satisfaction. It's extremely difficult to break down the defenses which new employees have against changing thoughts, actions, and habits. Changes can occur, however, by proper training. Tell employees when they do something right and something wrong. The instructor should allow employees to participate in the learning process by letting them practice the skills being developed.

Active involvement in the learning process can also help new employees get more job satisfaction. Let them experiment. New employees must be allowed to solve real problems and to see themselves in action.

Employees who fail may build up more defenses against learning—and if they feel that the training which they are receiving is not going to actually be used on the job, their defenses may remain.

Motivation, training, and job satisfaction can help managers get the most out of their employees and employees get the most out of their jobs.

*Turner is a club management officer with the Club Management Directorate, TAGCEN.*

## Club security stressed

**WASHINGTON**—Managers should ask the local military police to regularly conduct physical security inspections to help prevent club robberies and theft, according to DA club management officials.

This warning comes after several clubs were robbed by thieves who forcefully entered the clubs after closing. Thieves go to great lengths to steal from clubs, the officials said, citing one case in which a heavy security screen was opened, the window broken, and the manager's office forcibly entered to get to nearly \$9,000 in club funds.

The officials noted, however, that most larcenies were caused by improperly secured money. Managers should carefully review night closing procedures, with all valuables secured and bank deposits made nightly by employees accompanied by an armed guard whenever possible.

### Keep it moving

**WASHINGTON**—Managers should purge their package beverage inventory at least quarterly. Slow moving items should be liquidated either by returning them to the vendor or by sales promotions.



## Labor may be working on your income

**FORT INTHERED, USA**—Employees here were paid for working 174 hours of overtime during a two-week period. When work schedules were matched with time cards, 97 instances were uncovered where employees punched in before the scheduled starting time or punched out after the scheduled completion time. This accounted for 168 of the 174 hours of overtime.

The Fort Inthered club system also had 16 waiters who worked a total of 570 hours a week when only 255 hours were needed for normal operations, including parties. The manager here was paid overtime while he was on leave in another country.

Meanwhile, in the dining room, the waitresses and cashiers were working overtime when dining room was closed. Also, the employees made 158 unapproved changes on 105 time cards during one pay period. The employees chuckled at management as labor costs for lunch breaks totaled over \$20,000 for a 12-month period.

You're asking: Where is Fort In-the-red? It could be the installation at which your club is located. These findings were documented by the Army Audit Agency in an advisory report for commanders. Simi-

lar findings are frequently reported by the Club Management Directorate's technical training and management assistance teams.

Labor cost is the largest expense for clubs, but the least controlled. Overstaffing, shabby work schedules, unauthorized overtime, time card changes, and paid meal periods are eating management alive.

Managers should tightly control these costly neglected areas. Labor costs can be reduced by re-evaluating the need for job positions periodically. This evaluation should determine whether the workload requires a full or part-time employee. It would also determine whether a person doing one job can perform another task, for example, dishwashers doing janitorial work between meals or waitresses bussing tables.

Work schedules should be based strictly upon operational needs. Make sure employees don't get paid for unauthorized hours. Unnecessary overtime can be controlled by requiring specific approval in advance of the overtime work performed. Of course, employees who alter their time cards should be dealt with accordingly. Also, make sure employees are not being paid for time spent during meal periods.

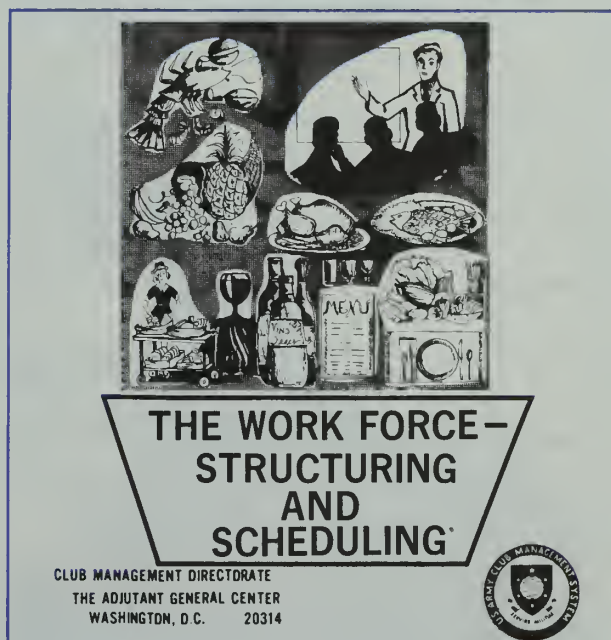
## Help for reducing labor costs

**WASHINGTON**—Coping with minimum wage hikes and DOD prevailing wage rates is tough on club managers. The manager can lessen the effect of rising labor costs by proper work force structuring and scheduling. TAGCEN's Club Management Directorate has published a new booklet: *Work Force Structuring and Scheduling*. Recognizing the diversity of club labor requirements, this booklet offers suggestions for scheduling employees towards lower labor costs while maintaining quality service.

Work Force Structuring and Scheduling emphasizes using intermittent and part-time employees in lieu of full-time and explains the types of dining service which are most costly. The booklet (training brief #54) helps managers identify the true labor costs for employee wages, benefits and other extras. Managers can obtain additional copies by contacting HQDA (DAAG-CM), Washington, DC 20314, AV 223-0990 or (202) 693-0990. CMD regional offices also have copies.

TRAINING BRIEF YOU'VE BEEN WAITING FOR I

USE THIS TRAINING BRIEF FOR YOUR NEXT TRAINING SESSION



## Customers want water at their tables

**CHICAGO**—Although restaurant customers are aware of water and energy conservation attempts, only half find it acceptable to be served water on request. Nearly three-quarters of the customers are an-

noyed by the absence of water at their table. Almost all dislike the idea of being charged for a glass of water, reports the National Restaurant Association in a recent survey.

## Club system consolidates—reverses downward slide

**BAD KREUZNACH, WEST GERMANY**—The club system here closed two annexes, consolidated two others and turned a FY 77 \$58,000 loss into a year-to-date (Aug) FY 78 \$75,000 profit.

“We were faced with critical problems in the summer of 1977,” according to area club manager, **MAJ Douglas Holtz**, a 1977 Club Management Course graduate. “The system had lost money for three years and was approaching total insolvency. The population simply would not support six annexes, our facilities were in dire need of renovation, there were high fixed costs and we weren’t optimistic about the amount of appropriated fund support which the club would receive,” Holtz added.

“The command had to make some hard decisions—decisions that meant crossing the ranks and stepping on the toes of tradition. We had to consolidate.

“We decided to change [consolidate] the Officers’ branch to an E7-9, officers’ and civilians’ branch with two annexes, one at Dexheim (about 50 kilometers from Bad Kreuznach) and one consolidated club at Bad Kreuznach. Also, we decided to consolidate the enlisted clubs with one at Dexheim and one in Bad Kreuznach each with a lounge for E-5’s and above. The E-7’s and above now have the option of becoming members of the consolidated officers’ branch or the consolidated enlisted branch,” Holtz said.

“We realigned the dues structure. Enlisted people now pay \$2 for their Europe tour, called DEROS (date of estimated rotation overseas) dues, usually lasting three years. E7s, 8s and 9s pay monthly dues of \$7, \$8 and \$9, respectively. Officers pay \$8 to \$14 depending on rank, and civilians pay an equivalent rate with the officers.

The system now includes four clubs. Sales in the renamed and redecorated Century Club (part of the consolidated enlisted branch) went from \$40,000 to \$90,000 per month, labor percentage went from 45 percent to 35 percent and additional revenue increased from \$4,000 to \$8,000 per month. Year-to-date FY 78 (Aug) net income was \$50,000.

The Century Club features a new menu, entertainment seven nights per week, a pool and pizza parlor, a school lunch program (for a nearby high school) and ice cream parlor, according to branch manager **SFC Phillip Johnson**, a 1970 Club Management Course and 1976 Executive Club Management Course graduate. “We hope to increase club sales to over \$100,000 per month in the near future,” Johnson added. “We’ve also changed the entertainment pro-

(See BAD KREUZNACH, page 10)



Area club manager, MAJ Douglas Holtz meets with area club system managers.



A waitress displays the unbeatable selection of Nahe Valley wine offered throughout the club system.



SFC Phillip Johnson, NCO/ENL branch manager conducts employee training program.





A

## SPECIAL INVITATION FOR YOU

Please accept our complimentary guest card for use within the Bad Kreuznach Area Club System. This special offer is to acquaint you with our many fine facilities. This card will authorize you free entry into our clubs. Once settled, we hope you will join us and become one of our satisfied club members. The personnel clerk will initial and date your guest card covering this two week trial period.

Sincerely,

The Management

Bad Kreuznach Area Club System

## The Famous Nahe Valley White Wines

1976er WALLHÄUSER SONNENWEG	1 ltr.	\$3.25
Müller-Thurgau und Silvaner — Qualitätswein		
Bronzene Kammerpreismünze		
1977er MEDDERSHEIMER ALTENBERG	1 ltr.	\$3.25
Riesling — Qualitätswein		
1976er MEDDERSHEIMER EDELBERG	0,7 ltr.	\$3.25
Bacchus — Kabinett		
Bronzene Kammerpreismünze		
1975er BINGERBRÜCKER ABTEI RUPERTSBERG	0,7 ltr.	\$3.25
Silvaner — Kabinett		
Qualitätswein mit Prädikat		
Silberne Preismünze der DLG		
1975er WALLHÄUSER PASTORENBERG	0,7 ltr.	\$3.25
Müller-Thurgau und Silvaner — Kabinett		
1976er NIEDERHÄUSER GRAUKATZ	0,7 ltr.	\$3.95
Silvaner und Müller-Thurgau — Spätlese		
1975er WINDESHEIMER SAUKOPF	0,7 ltr.	\$4.75



## Breakfast Special

Fruit Juice  
Scrambled Eggs with Chopped Ham  
Hashed Brown Potatoes  
Buttered Toast  
Jelly  
Coffee or Tea  
\$2.50

## Club Breakfast

NO. 1	
HOT CAKES, SYRUP AND BUTTER	\$1.00
NO. 2	
TWO EGGS, ANY STYLE, TOAST, JELLY AND COFFEE	\$1.25
NO. 3	
TWO COUNTRY FRESH EGGS, ANY STYLE, HASHED BROWN POTATOES, TOAST, JELLY AND COFFEE	\$1.50
NO. 4	
TWO COUNTRY FRESH EGGS, WITH BACON, SAUSAGE OR HAM, HASHED BROWN POTATOES, TOAST, JELLY AND COFFEE	\$1.95
NO. 5	
CHOICE OF JUICE, 4 OZ. STEAK, TWO COUNTRY FRESH EGGS, HASHED BROWN POTATOES, TOAST, JELLY AND COFFEE	\$2.95
NO. 6	
OMELETS	
CHEESE	\$1.25
HAM	\$1.50
HAM AND CHEESE	\$1.75
MUSHROOM	\$1.75
WESTERN	\$1.95
Peppers, Onions and Diced Ham	
SPANISH	\$2.25
Peppers, Onions, Tomatoes, Cheese & Chili Sauce SERVED WITH TOAST, JELLY AND COFFEE	

THANK YOU FOR HAVING  
BREAKFAST WITH US.  
HAVE A GOOD DAY!

## Good Morning

### JUICES

ORANGE JUICE	25/50
PINEAPPLE JUICE	25/50
GRAPEFRUIT JUICE	25/50
TOMATO JUICE	25/50
APPLE JUICE	25/50

B.K. IS O.K.

### SIDE ORDERS

COUNTRY FRESH EGG	40
GOLDEN FRENCH TOAST, SYRUP AND BUTTER	95
BACON, 3 SLICES	50
SAUSAGE, 3 LINKS	50
HAM, 4 OZ.	75
HASHED BROWN POTATOES	50
TOAST, 2 SLICES, W/BUTTER AND JELLY	50
COFFEE OR TEA	25
MILK	25/50

## BAD KREUZNACH AREA CLUB SYSTEM PRESENTS

# ★ LOBSTER NIGHT ★

AT THE FOLLOWING CLUBS

NAME CLUB  
☎ (2252) 6252 or 63582

CENTURY CLUB  
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DEXHEIM OFFICERS' CLUB  
(Open to all ranks) ☎ 712

SATURDAY, 20 MAY 1978 1900-2200 hours

★ By Reservation Only

★ BUY YOUR TICKETS NOW

\$14.95 PER LOBSTER  
DINNER

★ Cut off on reservations  
12 May 1978

\$5.75 TEXAS T-BONE  
for Non-Lobster Diner

FOR ADDITIONAL INFO  
YOUR CLUB MANAGER

Aggressive promotion and merchandizing is key to the successful Bad-Kreuznach club program. Clockwise from top: a special membership invitation; wine merchandizing, a special breakfast menu; and special event promotion.

(BAD KREUZNACH, continued)

gram. Now we regularly feature a quality show once a week and try to get a stateside show on a regular basis. Before, we never could afford entertainment," he added.

"We charge a moderate cover charge to cover some of the expenses for this entertainment," he said. The club also has started to regularly feature buffets and has a training program for employees. Johnson has also noted an increase in the number of units which hold parties at the club and said that he recently hosted a German-American "Friendship Night."

Another Bad Kreuznach club, Nahe Club, named after the German wine region in which Bad Kreuznach is located, was renovated and reopened as part of the E7-9 officers' and civilians' branch with a lot of changes. "There's a new look at this club," according to CW2 William Hicks, branch manager, a 1974 Club Management Course and 1976 Executive Club Management Course graduate. The menu has been revised, employees have new uniforms, the club has bought new kitchen equipment, linen, silverware, rugs, drapes and added a second bar. We conduct monthly training sessions for the employees, and

there seems to be a new attitude among the service personnel, according to Hicks. Sales in this branch have increased from \$31,000 in December 1977 to \$44,000 monthly in FY 78. The club, which lost \$20,000 in FY 77, has made \$25,240 YTD (Aug) FY 78.



(L to R) CW2 William Hicks, community club branch manager, MAJ Douglas Holtz, area club manager and SFC Phillip Johnson, NCO/ENL branch manager, outside of the Nahe Club entrance.

### *Appetizers*

#### **Shrimp Cocktail Supreme**

*Delicate Shrimp with Cocktail Sauce*

#### **Escargot De Bourgogne**

*French Snails Served in Garlic and Herb Butter*

#### **Smoked Oyster Cocktail**

*Served on Toast with Stuffed Olives*

### *Club Specialties*

#### **Tenderloin and Variety**

*Filet Mignon Served with Your Choice of Golden Fried Chicken Breast or Three Golden Fried Shrimp*

#### **Chopped Sirloin**

*Topped with Rich Brown Mushroom Gravy*

#### **Crown Cut Pork Chops**

*Two Center Cut Pork Chops with Apple Sauce*

#### **Southern Fried Chicken**

*Half Golden Fried Spring Chicken*

#### **Tender Calf Liver**

*with Sautéed Onions*

*Entrees include Salad and Soup Bar, Choice of Potato, Hot Bread, Honey Butter, Coffee or Tea*

### *For the Weight Watcher*

#### **Chilled Fruit Plate**

*Assorted Chilled Fruit Served on Bed of Lettuce Centered with Sherbert*

#### **Farm Fresh Cottage Cheese**

*Served with Pear or Peach*

*For Those of You Who Wish to Dine Light, a Larger Plate is Available From Your Waitress for Our Sated Bar*

## *From Our Charcoal Broiler*

*Serving Choice Steaks and Meats only. The Unique Flavor of all our Savory Steaks are complimented by GOLDEN ONION RINGS.*

#### **Texas T-Bone**

*Beefsteak's Favorite*

#### **New York Strip**

*Prime Cut*

#### **Filet Mignon**

*Tenderest of Beef*

#### **Rib Eye**

*Choice*

#### **"Surf and Turf"**

*Tender Filet Mignon Served with Delicious Alaskan King Crab Legs*

*Entrees include Salad and Soup Bar, Choice of Potato, Hot Bread, Honey Butter, Coffee or Tea*

#### **HOW DO YOU LIKE YOUR STEAK?**

RARE . . .  
Rare Cool Center  
MEDIUM RARE . . .  
Red Warm Center  
MEDIUM . . .  
Pink Hot Center  
MEDIUM WELL . . .  
Browned Throughout  
WELL DONE . . .  
Charred Outside  
Browned Throughout  
Inside  
PLEASE ORDER ACCORDINGLY

### **Sirloin For Two**

*Served with Onion Rings, Choice of Potatoes  
A Center Cut of Tender Sirloin  
Two Glasses of Wine*

*A Meal to Remember*

## *Seafood From The Deep*

#### **Golden Fried Jumbo Shrimp**

#### **Fried Deep Sea Scallops**

#### **Fried Filet Of Flounder**

#### **Golden Fried Select Oysters**

#### **Choice Alaskan King Crab Legs**

#### **Captain's Plate**

*A Tasty Selection of Jumbo Shrimp, Sea Scallops, Filet of Flounder, Select Oysters Served with Tartar Sauce and Lemon Wedge*

*Entrees include Salad and Soup Bar, Choice of Potato, Hot Bread and Honey Butter, Coffee or Tea*

*Good Food Requires Time to Prepare, We Thank You For Yours.*

### *German Favorites*

#### **Cordon Bleu**

*Tenderloin of Pork Stuffed with Danish Ham and Swiss Cheese*

#### **Vienna Schnitzel**

*Favorite of Our Host Country*

#### **Vienna Schnitzel a la Holstein**

*Tenderloin of Pork Topped with Two Fresh Eggs*

#### **Jaeger Schnitzel**

*"Hunter's Schnitzel" Topped with Mushroom Gravy*

### *Desserts*

#### **Pie or Cake du Jour**

*Baked Fresh Daily*

#### **Pie or Cake a la Mode**

*Old Time Favorite*

#### **Ice Cream or Sherbert**

*Assorted Flavors*

#### **Ice Cream Sundae**

*Strawberry or Chocolate*

#### **Creme De Menthe Parfait**

*Green Creme De Menthe with Vanilla Ice Cream*

#### **Kahlua Parfait**

*Coffee Liqueur with Vanilla Ice Cream*

#### **Strawberry Shortcake**

*"He who has seen the Nahe,  
Remains for ever there in his heart,  
Whether near or far away,  
So fair is it there."*

Nahe Club dinner menu ranges from a 75 cent kiddie plate to \$9.95 for steak and wine for two.



## At Tobyhanna Army Depot

# Disco adds new dimension

by Madeline Dillman

**TOBYHANNA ARMY DEPOT, PA**—The officers' club here recently changed its staid image by installing a disco system complete with turntables, tape deck, microphone, a lighted dance floor and various special effects.

The new disco has really turned business around, especially on "Disco Night" every Wednesday, according to Frank Purdy, installation club manager. "Before we set up the disco, Wednesday was a total club disaster," says Purdy. "Sales averaged about \$18. Now the club takes in about \$200 every Wednesday night."

The disco has been accepted by people of all ages and is used for any kind of dance music. As club manager, **2LT Delmont Soule**, a 1977 graduate of the Club Management Course and a Michigan State University Hotel and Restaurant Management graduate, puts it: "If they make the record, we can play it. The lights can be adjusted to suit any rhythm or mood—from rock or fifties music to polkas."

## Color

The checkerboard of lights under the plexiglass dance floor is controlled from a console behind the disc jockey's turntable. The lights can flash in a seemingly endless variety of patterns.

The border of the dance area is defined by a frame of yellow squares which can be switched on, or made to flash in a "chaser" pattern which gives the illusion of single squares "chasing" each other back and forth or entirely around the sides of the floor.

The rest of the floor can be made to erupt in a frenzy of pulsating red, blue and green squares. These colors can form various patterns or traveling stripes which move across the floor. Any one color

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*"Before . . . disco, Wednesday was a total club disaster . . . now the club takes in \$200."*

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can be used alone, or all three can be combined for more complex patterns.

Rotating color spotlights mounted on the ceiling above the dance floor gleam on the moving dancers below. These spotlights can be used in concert with the floor lights to create a rousing effect or a calming mood. For example, a slow dance may be accompanied by stationary or slow moving blue light squares on the floor and a blue rotating spotlight from



**Disco equipment was procured through The Adjutant General Center's Central NAF Procurement Division.**

above. For fast, hard rock music, a flashing strobe light can be used to illuminate dancers, step by step, as they move around each other.

A special projector mounted under the ceiling across the room can be made to cast Op Art designs across the dancers. The lights and movement are reflected by a mirrored wall decorated with black stripes in a four-way chevron pattern.

The dance music is controlled by the D.J. at the console adjacent to the dance floor. For "Disco Night," the club hires a disc jockey from a local radio station. At other times the club manager mans the controls himself. The stereo system includes two turntables, a reel-to-reel tape deck, hook ups for cassette and 8-track tape players, and suspended speakers.

## Promotes private parties

Since installing the disco system, the club has become more popular than ever for private parties. The depot's directorate for administration held its annual Christmas dinner party at the officer's club, and it was a great success. Those who went say the disco system made the difference.

Liz Millard is a dedicated Wednesday evening "Disco Night" dancer. "People start coming over to the club right after work," she says. "We might break for dinner, but we keep on going as long as things are hopping. Sometimes the party doesn't break up until midnight."

*Dillman is a staff writer for the Tobyhanna Army Depot Public Affairs Office.*

# Advertising the Army club in print media

WASHINGTON—Whether you're paying for an advertisement or it's free, quality print advertising can be most effective. Here are some hints on proper usage of print for advertising Army clubs.

## Make the ad easily recognizable

Studies have shown that ads which are distinctive in their use of art, layout techniques and type faces usually enjoy a higher readership than run-of-the-mill ads. In most publications there are some clubs whose ads literally stand out on the page. Try to make the ad distinctively different in appearance from the advertising of your competitors—and keep the ads' appearance consistent. This way, readers will recognize your ads even before they read them.

## Use simple layout

Ads should not be crossword puzzles. The layout should carry the reader's eye through the message easily and in proper sequence: from headline to illustration to explanatory copy to price to the club's name. Avoid the use of too many different type faces, overly decorative borders and reverse plates. All of these devices are distracting and will reduce the number of readers who receive your entire message.

## Use a dominant element

Use a large picture or headline—to ensure quick visibility. Photographs and realistic drawings have about equal attention-getting value, but photographs of real people win more readership. Advertising specialists concede that photographs almost invariably work better than drawings. They attract more readers, generate more appetite appeal, are more believable, are better remembered, pull more coupons, and almost always sell more. On the average, twice as many people read the captions under the photographs as read the body copy. Each caption should be complete with club name and promise. Use photographs which suggest a story. Let the reader ask himself, "What goes on here?" Then he reads the copy to find out. Advertisers call this magic element "story appeal." The more of it you inject into your picture, the more people look at your advertisement. Contact your local public affairs office and ask them to shoot some relaxing dinner and entertainment type photos at the club. Run those photos in your ad. If you decide to use illustrations in lieu of photos, use good art work. Perhaps you can get some support from your local training aids center for sketches of scenes from the club.

## Headlines

On the average, five times as many people read the headline as read the body copy. It follows that if you don't sell your club in the headline, you have wasted 80 percent of your advertising money. Headlines that promise a benefit sell more than those that don't. It pays to inject genuine news into headlines. The club customer is always looking for new products, or new improvements in an old product, or new ways to use an old product. Your headline should telegraph what you want to say—in simple language. Readers do not stop to decipher the meaning of obscure headlines. Headlines of 10 words or longer sell more than short headlines. In terms of recall, headlines between eight and 10 words are most effective. Amplify the message of the headline in subheads. Remember that label headlines do little selling and always try to appeal to one or more of the basic leisure-time desires of your readers: romance, entertainment, food, popularity. Your headline will be easier to read if it is black-on-white and not supplanted as part of the illustration.

## Get your ad where the copy is

Don't place your ad before the index of the media selected. Generally, people will, when reading an information booklet, skip over all material prior to the index and go straight to the information. Get your ad where the people's eyes are going.

## Copy

The body type of your ad is very important. Generally, readership falls off rapidly up to 50 words, but drops very little between 50 and 500 words. The more you tell the more you sell. Make your copy complete. Your copy should be enthusiastic, sincere. A block of copy written in complete sentences is easier to read than one composed of phrases and random words. In designing the layout of a copy block, use a boldface lead-in. Small pictures in sequence will often help readership of your copy. Many of your members may not understand words which are familiar to you. Words like "cuisine" and "gourmet" as well as trade and technical terms may be confusing and misunderstood. Everybody understands simple language. Nobody resents it. Use it. Don't generalize, be specific at all times. Diners want all of the facts before they visit a club or restaurant. Facts sell more.

## Layout

Let your white space work for you. Don't overcrowd your ad. White space is an important layout element in print advertising because the average page



is so heavy with small type. White space focuses the reader's attention on your ad and will make your headline or illustration photo stand out.

### **State price or price ranges**

Dollar figures have good attention value. Don't be afraid to quote your price, even if it's high. Readers often will over-estimate omitted prices. If the advertised price is high, explain why the item represents a good value.

### **A first class ticket**

It pays to give most products an image of quality—a first-class ticket. If your ad looks ugly, consumers will conclude that your product is shoddy, and will be less likely to come to your club.

### **Don't be a bore**

Nobody was ever bored into coming to the club. Yet most club advertising is impersonal, detached, cold, and dull. Talk to your potential club member like a human being. Charm them. Make them hungry. Get them to participate.

### **Big ideas**

Unless your ad is built on a **BIG IDEA** it will pass like a ship in the night. It takes a big idea to jolt the potential club customer out of his indifference or animosity towards the club. This indifference or animosity occurs among club patrons who may have had a bad experience at their last assignment.

### **Large promise**

One of your most important decisions is this: what should you promise the club member? A promise is not a claim, or a theme, or a slogan. It is a benefit to the customer. It pays to promise a benefit which is unique and competitive. And you must be able to *deliver* the benefit you promise.

### **Timing**

This is as important a consideration as any you will encounter when advertising. The best time for an Army club to advertise is around PCS season: May thru October. It is during this season that the potential club member is most susceptible to your promotional activities. Make sure that you advertise all of the military holidays and national holidays. These dates are great promotional opportunities.

### **Advertising can backfire**

Experts in the restaurant advertising business generally agree that "word-of-mouth" advertising is the most prevalent and effective type of ad. If you have a good club operation and are competitive with the civilian establishments outside the gate you will have already established this vital part of your advertising campaign.

### **Shoot when the ducks are flying**

Many restaurants advertise when sales are down. A good club manager will realize that people like to go to a popular place. Therefore, advertise when your club is popular. There is a psychological advantage in advertising a club that has a large attendance. Dining out is a matter of decision. Let your customer feel as though he has made a right decision when he walks into your club. Don't let him walk into an empty room. Promote your popular events as well as your not so popular events.

### **How much to spend**

Restaurants usually spend anywhere from 1 to 10 percent of sales on advertising. Clubs generally spend from 1 to 3 percent of sales. Many clubs have successful advertising programs at very little expense. Club activity announcements in newspapers vary in content, size and quality but they all have something in common—they're free. Try to get your public affairs officer to give you as much free coverage as possible in the installation or area newspaper. Use flyers to the maximum and try to get them into the welcome brochure at in-processing. If you have to pay for an ad—use the techniques mentioned above and make it count.

### **Color**

Use color when possible. It enhances readership considerably. If you have a choice, use reds and oranges during the winter and blues and greens in summer. Amber and burgundy are optimal fall colors. Don't pay too much for color. If the extra cost for an additional color exceeds around 20 percent of the cost for the black and white ad, forget it.

### **Give them something they can chew on**

The average potential customer now sees about 20,000 ads a year and passes over many more. However, he's more likely to keep your ad on hand if there's something in it for him. How about a coupon redeemable for something at your club—a great attention grabber—and the customer will keep the ad around even if he doesn't use the coupon. Caution—protect yourself against the repeated coupon users especially if the medium in which your ad appears is free to the reader. Coupons are good business builders and will help keep a popular place a popular place!

### **Don't forget to mention the club's name and address**

Statistics show that members of the military move every three years or less. Don't overemphasize your signature but make it plain. Check every ad to be certain you have included your club's name, address, telephone number and hours of operation.

## Glad you asked—

**Is it really necessary to have more than one credit card system in the clubs or am I misinterpreting the provisions of para 6-13, AR 230-60?**

*Clubs need only one charge system; there is no requirement to have two or more. DA authorizes the use of commercial credit card services, or in-house or COA services. AR 230-60 will be changed to reflect the above interpretation and philosophy.*

**I'm thinking about employing or pursuing contract services of the ICM secretary as pianist for the dinner hours at the officers' club. Since the employee would not be under a service contract as a pianist, the provisions of AR 230-2 do not seem to apply in this case. AR 230-60, para 10-1f, is not clear regarding this subject. This kind of talent is limited in my locale. Also, the amount contracted would be considerably less than competitive pianists require. Can I employ her?**

*Club employees may also be employed on a contract basis during other than normal duty hours. The services of musicians and entertainers are obtained through normal NAF contracting procurement procedures. Use of club employees as contract entertainers does not constitute employment since an employer/employee relationship does not exist when services are contracted.*

**AR 230-60 says that "Announcements of Army Club System activities and social affairs may be published in installation or command newspapers in CONUS; however, announcements will not be advertised in civilian newspapers or on radio or television." The newspaper at my installation is published by a commercial firm which has contracted with the installation to publish a "civilian enterprise publication". The newspaper has permission to distribute at the installation and carries commercial advertising. Can the club system publish weekly calendars of events for both the officers' and noncommissioned officers' branches at no cost?**

*Yes, however, the item must say that the club is a membership organization open only to members and their bona fide guests.*

**My club is considering using "break-open" bingo cards either in conjunction with regular bingo operations as authorized in para 3-5, AR 230-60, or at other times and locations within the club. Are "break-open" bingo cards permitted?**

*No. The Judge Advocate General has ruled that "break-open" bingo cards are considered lotteries which are precluded by para 1-17, AR 600-50.*

**May an NCO assigned to another branch of the area club system accept bingo prizes, i.e., an NCO assigned to the officers' branch or his dependents playing bingo in the NCO club (NCO is a member of the NCO club)?**

*An NCO assigned to another branch may not accept bingo prizes, but his dependents may accept prizes if they are not employed by the club.*

**Can a club manager from one club system play bingo in the club at another installation or area club system?**

*Yes.*

**Can an NCO working in the club, not assigned, accept bingo prizes, i.e., a bartender or master-of-arms or his dependents, when he is not "on the clock"?**

*The NCO may not accept bingo prizes, but his dependents may accept prizes if they are not employed by the club.*

**Can a manager play bingo if he or she does not accept the prize?**

*Under current regulations, this is permissible. However, a proposed change to AR 230-60 will preclude managers from playing bingo altogether to avoid the appearance of conflict of interest.*

**Can US civilians employed by the club system accept bingo prizes, i.e., a civilian bartender (retired military) of the NCO club who has joined the club as an associate member?**

*No.*

**Can dependents of the above individuals accept bingo prizes?**

*Yes, but only if the dependents are not employed by the club, or any branch of the club system.*

**Can the dependents of individuals voluntarily conducting the bingo game accept bingo prizes, i.e., the wife of an officer who as a member of the advisory council is calling the game or selling cards?**

*Yes, but it looks bad, and is not in the best interest of the club. The new AR 230-60, now under revision, will not permit this.*



## Army club third quarter FY 78 operating results

WASHINGTON—The Army's one hundred and forty-six installation club systems attained the following in the third quarter, fiscal year 1978:

*In \$ thousands*

	Total Revenue	Total Sales	Net Income	(% of Total Sales)
3d quarter FY 78 (Apr.–Jun. 78)	73,435	61,982	3,593	5.8
3d quarter FY 77 (Apr.–Jun. 77)	66,820	56,466	3,001	5.3
Year-to-date FY 78	209,763	177,306	8,839	5.0
Year-to-date FY 77	194,291	164,108	8,179	5.0

## Quality meat objective of test

WASHINGTON—In an effort to improve the quality of meat, fish, and poultry items on Army club menus, CMD and the NAF Central Procurement Division have developed quality specifications for some 150 items most often used on club menus. These specifications have recently been distributed to all clubs in CONUS. To familiarize procurement and receiving personnel with the criteria used in judging quality in meats, copies of the National Association of Meat Purveyors (NAMP) Meat Buyers' Guide have also been purchased and distributed.

At the present time, tests are being run in Wash-

ington, D.C. area clubs to determine the feasibility of centralized NAF procurement of quality meats through local and regional distributors. The plan includes renegotiation of meat, fish, and poultry contracts every 30 days. Contracts are negotiated on the basis of quality specifications provided by the NAF Central Procurement Division. If the plan proves successful in Washington area clubs, quality is improved while costs are kept in line with current market prices, it may be expanded to other installation geographic areas.

## Beware of old "ptomaine tom"

WASHINGTON—During the holidays, "scrump-tious" meals are prepared in Army clubs. Refrigeration space is taxed and pots which haven't been used for some time are brought out. Highly vulnerable foods, such as turkey, ham, giblet gravy, dressing, cream-topped pumpkin and mincemeat pie, are served.

But lack of attention to proper food handling and sanitation in preparing and serving these holiday specialties can result in food poisoning.

One of the major causes of food-related illness has been roasting whole turkeys with the abdominal cavity filled with dressing. The problem is getting the internal temperature high enough to cook the dressing without burning the outside to a crisp. This can be prevented by baking the turkey and the dressing

separately.

Another cause of sickness is merely warming and not boiling the giblet gravy. Leaving vulnerable foods on the buffet or table too long at low temperature range between 45–140 degrees is also asking for trouble. This is the range at which bacteria and toxins develop rapidly. At parties or buffets, ensure that hot foods are kept hot (well above 145 degrees) and cold foods are kept cold (below 45 degrees). Food should not be left out for several hours after cooking.

Some simple rules to remember are: thaw frozen foods in the refrigerator and not at room temperature; adequately heat foods that are served hot; cover and refrigerate left over foods immediately and use them within 24 hours.

## Ft. Lewis helps Jerry Lewis

### Dancing for those who can't

FT LEWIS, WA—The management of the 1-2-3 Club here raised \$1,900 recently during the widely publicized Jerry Lewis Muscular Dystrophy Telethon by sponsoring a disco night with the theme "Dance for Those Who Can't."

"We had more people than we know what to do

with . . . about triple that of our usual Saturday night," said club manager SFC Bob Sharer, reflecting on the success of the event. The money was raised by donations at the door—some of it during a "happy hour" with most of the donations coming the following night during the club's disco.

During the disco, the two best-dressed and the two best dancers were selected by audience applause and later appeared on local television to present the check to "Jerry's kids."

## New Dawn at

**NEU ULM, WEST GERMANY**—Management here looked at the market and decided that it was time for a change.

And what a change it was. Members of the community club here are now experiencing a "New Dawn". Innovative programs have been installed out front and management has revamped labor and procurement in the back of the house, according to **CPT Hans Smetna**, a member of a Club Management Directorate assistance team which spent four weeks at Neu Ulm clubs assisting in management improvements that included the innovative member pleasers.

The Donau Casino Consolidated Club now offers members specialty deli sandwiches such as Ruben, Abbondanza, American Ham, Hobo Delight and others, with side dishes of cole slaw and baked beans, Smetna said. "We also assisted management with installing a homemade soup program. Now members can have their choice of minestrone, muligatawny or New England corn chowder with their deli sandwich," he said. The new lunch program was installed because of its low labor cost and its popularity at other USAREUR clubs which have offered it to their members.

"The response by the membership has been fantastic," said **SSG James Lewis**, Donau Casino manager, a 1976 Club Management Course graduate. "Before, people used to be embarrassed to bring their guests in the club at all. Now everybody compliments the food."

Davis said that the club (which housed a German officers' club during WWII) is in a poor location with respect to the market. It is currently located about two kilometers from the main troop kaserne, according to Davis. "We knew that we had to offer something different to get people to come to the club and it seems we are on the right track," Davis said.

## Alcohol appeal is taboo

Advertising attracts business to your club. But watch out—it can backfire on you. Be careful to exercise good judgment in your advertising ventures.

An example was provided recently where a club system was a little too ambitious in its publicity efforts and went overboard in advertising a happy hour event.

Expressions such as "when you're not drinking, perish the thought," and "only 69 more drinking days until December 25th" will often elicit more complaints than business.

When promoting events, appeal to all segments of the community and not just the people who drink.



**Wally, Chung**, a Club Management Directorate food and beverage specialist instructs Donau Casino employees in preparing for a new sandwich program there.



**SSG James Lewis**, Donau Casino manager puts finishing touch on sandwich display.

## ARMY HOST

**Club Management Directorate  
The Adjutant General Center**

**Colonel Lee C. Dickson  
Director**

**Stephen O. Rossetti .....Editor**

**Telephones: Area Code (202) 693-1059  
Autovon 223-1059**

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